

**STATEMENT OF THE HONORABLE WM. LACY CLAY
AT THE HEARING ON
ENTERPRISE ARCHITECTURE AT THE
DEPARTMENT OF HOMELAND SECURITY**

OCTOBER 8, 2003

Thank you Mr. Chairman for calling this hearing, and I thank the witnesses for appearing before us today. Unfortunately, this morning is full of competing opportunities. The full committee is down stairs holding a hearing on rebuilding Iraq. I apologize for not being able to give this hearing my undivided attention.

It wasn't that long ago that information policy in the federal government was about buying computers. People talked about information resource management, but what they really meant was buying computers and computer software.

Congress believed that information policy was about getting the right information to decision makers at the time they had to make a decision. That concept was a part of the last rewrite of the Paperwork Reduction Act, which was written in the early 1990s. These competing concepts have come together and been named enterprise architecture. Unfortunately, it took a few billion-dollar mistakes at the IRS and FAA before the executive agencies got it.

When you strip away all of the jargon, the process of developing an enterprise architecture is about mapping the way an organization communicates, and making sure those communications are timely and effective.

Congress put together 22 agencies from nearly every department in the government to create the Department of Homeland Security. The managers of the Department now have the task of making those agencies work together as a cohesive whole. The enterprise architecture is designed to be a road map for how that will happen. Like most maps, there are a variety of ways of getting from A to B. Some routes are more direct than others. Some are more expensive, and some more educational. What really matters is how the Department chooses the route it will take.

Implementing this transformation is about communication and cooperation. If the individuals and agencies within the Department lose sight of those goals, the process will fail, and the Department will fail in its mission to protect the American public. If this transformation becomes bogged down in selecting which personnel system will be used, or which payroll system, or whether it runs on PCs or Sun micro-stations, the process will fail.

I look forward to our discussion today, and I hope our witnesses will proceed with a minimum of jargon.